

Jim Sides  
Board Chairman



William Peoples  
Vice-Chairman

## **ROWAN COUNTY BOARD OF SOCIAL SERVICES**

**The Rowan County Board of Social Services will improve the quality of life in Rowan County by supporting the Mission of the Department of Social Services. Toward this end and in cooperation with public and private entities, we will identify needs, and devise and focus resources to deliver services responsively and compassionately.**

### **MONTHLY MEETING Department of Social Services Rowan County DSS October 28, 2014 @ 5:30 PM**

#### **AGENDA**

1. Call to Order
2. Installation of New Board Member
3. Review of Mission Statement
4. Invocation
5. Pledge of Allegiance
6. Approval of Agenda
7. Approval of Minutes
  - a. Approval of Minutes from September 30, 2014
8. Comments from the Community
9. Approval of Reports
  - a. Division Reports
  - b. Data Dashboards
  - c. Director's Report
10. Expectations of Board Members
11. New Board Member Training Report
12. Impact of Domestic Violence on DSS
13. Arming of Safety Officer follow up
14. Other Matters

15. Date of Next Meeting

16. Adjourn

Note: Any person who needs an accommodation in order to participate in the meeting should contact Kelley Williams (704.216.8400) at least 24 hours in advance of the meeting.

**ITEM TITLE:** Approval of Minutes from September 30, 2014

---

**ATTACHMENTS:**

<b>Description</b>	<b>Upload Date</b>	<b>Type</b>
<a href="#"><u>Minutes from Board meeting 9-30-14</u></a>	10/22/2014	Cover Memo

**Rowan County  
Board of Social Services  
September 30, 2014  
Minutes**

The Rowan County Board of Social Services met Tuesday, September 30, 2014, at 5:30 p.m. in the large meeting room at 1813 East Innes Street, Salisbury, NC.

**MEMBERS:**

Jim Sides, Chairman  
William Peoples, Vice Chairman  
Ethel Bamberg-Revis  
Arnold Chamberlain

**OTHERS IN ATTENDANCE:**

Donna Fayko, Rebecca Smith, Kelly Johnson, Pat Spears, James Mosley, Jennifer Harrison, Karen Cauble, Valerie Patterson, Kelley Williams and Josh Bergeron

**PROCEEDINGS:**

1. Call to Order: Chairman Sides called the meeting to order at 5:35 p.m.
2. Review of Mission Statement: Mr. Sides read the Mission Statement.
3. Invocation: Mr. Sides offered the opening prayer.
4. Pledge of Allegiance: Mr. Sides led the Pledge.
5. Approval of Agenda: Ms. Fayko requested that item 12, Safety Officer Concerns, be moved to item 6A as Mr. Mosley had an evening class. **With that change noted, Mr. Chamberlain moved approval of the Agenda. Mr. Peoples seconded, and the motion passed with all in favor.**
6. Approval of Minutes of August 26, 2014 meeting: **Mr. Chamberlain moved approval of the Minutes of the August meeting as presented. Mr. Peoples seconded, and the motion carried unanimously.**

New Income Maintenance Supervisor, Jennifer (Jenn) Harrison, was introduced to the Board.

- A. Safety Officer Concerns: Safety Officer, James Mosley, addressed the Board with concerns around adoption of Carry Concealed ordinance. He asked the Board for guidance in his role at DSS and how to better serve the agency. Mr. Mosley does not carry a firearm. He is willing to go through training and certification to carry a firearm. With the approval of the Sheriff, he can go through the Sheriff's Office to receive training.

Mr. Sides feels the Safety Officer should open carry and be trained and certified for a sidearm and taser for protection for staff and customers. Mr. Mosley advised he has received taser training, but he does not have a taser. Mr. Sides expressed that we

should provide funding necessary for training for open carry and purchase of sidearm and taser. Mr. Chamberlain and Mr. Peoples expressed agreement with Mr. Sides concerning the Safety Officer being armed and purchase of equipment.

Mr. Mosley was asked his feelings on the issue, and he advised he was personally not in agreement with the law, but he sees the need to be armed. He is willing to do what the Board feels is necessary and appropriate for DSS.

Mr. Peoples shared ideas concerning configuration of the lobby area that might be helpful in addressing some safety concerns. Mr. Sides advised there is a space needs assessment underway. During the assessment, the layout of offices and space will be addressed.

**Mr. Sides moved that “we authorize the Safety Officer to proceed with requirements necessary to open carry. DSS will supply the equipment needed.” Mr. Peoples seconded, and the motion carried unanimously.**

7. Comments from the Community: None.

8. Approval of Reports: Chairman Sides called for comments concerning Division Reports. Economic Services: Referencing the Program Administrator’s report concerning Medicaid hard launch and conversion of 16,000 cases transferred from “old” system into NC FAST, Mr. Sides asked if we are anticipating any problems and if this will create another backlog. Ms. Spears advised the feedback from the pilot counties is that the conversion and hard launch took place with few problems. However, we have a backlog going into hard launch. Ms. Fayko explained we do not anticipate the same type problems we experienced with the FNS hard launch and conversion, but there are other challenges to be discussed as an agenda item later in the meeting.

Mr. Sides asked about specifics of the backlog. Ms. Spears explained there are two backlogs. There is a pending application backlog as well as a review backlog. The backlog of Medicaid applications is 63, and recertifications are rolling forward from month to month. Although some are overdue, they will roll forward to the end of the calendar year so no one will be without benefits. The Board asked to be notified via e-mail if there is anything the Board can do to assist.

Data Dashboards: Mr. Sides advised he has reviewed and analyzed the dashboards more closely. There appears to be some formatting issues with the graphs not accurately reflecting the higher values. Ms. Fayko will check into the formatting and conversion issues.

Director’s Report: Ms. Fayko advised we have begun the Space Needs Assessment for DSS. Ms. Fayko has met with the architect. We have asked for input from staff across the division. The Leadership Team will complete the in depth questionnaire for the Assessment. It was noted DSS has outgrown their current space. The file room has been converted to cubicle space, and there is no more room to expand for additional office space. We have also outgrown the parking lot. All departments are completing the Assessment and meeting with the architect, who informed us that this assessment was a process that would take some time.

Mr. Sides commented on the Space Needs Assessment. Representatives are talking with every department in the County to project their space needs for the next ten years. After those meetings, a capitol improvement plan will be developed to identify how the County intends to meet the space needs. The intent when the Salisbury Mall/West End Plaza was purchased was to utilize the space for County department growth. It was known there were space needs at some departments, including critical needs for DSS and the Health Department that were not going to be met with new construction. No one anticipated the growth at DSS when this building was built. There is a proposal for DSS to occupy the Belk's space, which is approximately 80,000 feet. DSS has files stored at the warehouse on Airport Road. Those files should be with the department and may be moved into a storage area in the Plaza. This plan should give DSS all the space it needs for the next 10-15 years.

The Health Department may occupy the JC Penney space in the Plaza. DSS and the Health Department can be relocated to the Plaza for less than what it cost to build the current DSS building.

The Sheriff's Office and Court system have space needs as well. The Sheriff's Office could be moved to the DSS building, and the current Sheriff's Office space could be used by the Court system. The Space Needs Study will put all this in perspective.

Mr. Peoples asked if there will be offices or cubicles in the Plaza. Ms. Fayko responded we are looking at a cubicle landscape with interview rooms for intakes and customer interviews. The office cubicles for workers will be in a secure area. There are cubicles that are designed to absorb sound for privacy. The architects specialize in planning and design of business environments.

The Director's Association has identified proposed legislative goals for departments of Social Services across the State:

1. Advocate for increased funding for services for older and disabled adults for Adult Protective Services (APS).
2. Implementation of a state wide case management system for Child Welfare and Adult Services. These are the areas in our agency that are not automated.
3. Preserve federal block grants – state aids for county administered programs.
4. Oppose unfunded work load mandates.
5. Define minimum qualifications for the DSS Director in the North Carolina General Statutes.
6. Change the state CPS funding of \$4.8 million from non-reoccurring to reoccurring for FY 15-17 in the State budget.

These goals will be voted on at the Social Services Institute.

**There being no further discussion on reports, Mr. Chamberlain moved to accept all reports as presented. Mr. Peoples seconded, and the motion passed with all in favor.**

9. Review of Staff Turnover and Retention for FY '14: Staff turnover has been discussed at previous Board meetings, at Senior Leadership Team meetings, and with staff over the past several months. Ms. Fayko has reviewed data from FY '14 and this current fiscal year. She provided a color coded visual broken down by department.

In looking at staff turnover, she listed the position and reason for resignation. She also captured “churnover” data. Churnover occurs when staff moves position within an agency. Both create the need for hiring of new staff.

Turnover: In FY '14, there were 32 resignations for 200 staff, representing a rate of 16%. Eighteen resignations were from Income Maintenance (IMC) staff, representing 24% in Economic Services. 34% of the Economic Services staff resignations were for higher salary in a surrounding county.

Churnover: There was a 13% churnover rate. There were 25 moves within the agency. 15 were promotions, and 2 were voluntary demotions in which employees asked to go to a less stressful position within the agency. Eight were lateral transfers, which did not impact salary.

Current year data shows a turnover rate of 8%, with 16 resignations. Nine were Income Maintenance workers. 67% of the IMC resignations were employees who left to go to a neighboring county for more money. The churnover rate is 3%, with 2 promotions, 2 demotions, and 1 transfer.

This is significant as we assess ways to retain staff and the skill level derived from experience on the job. The IMC positions are entry level, and we can expect some turnover. Citing the *Workforce Priorities, Mobility, and Motivation within the US Workforce*, data shows 35% of employees plan to look for a new job within the year. 86% of American workers cite work fulfillment and work/life balance as their first priority. It is difficult to maintain a work/life balance at DSS, especially in Economic Services and Child Welfare.

Things we have done to address retention:

- Implemented work groups so employees assist in molding the direction of the agency.
- Placed locked suggestion boxes in both break rooms so workers can give anonymous feedback to the Director.
- Engaged in staff morale boosting activities. Each division is responsible for an activity every month for a quarter.

Ms. Fayko explained the workload and the automated system are the challenges currently faced by workers. The turnover rate across the State is 31%. On a State level, the highest turnover is in Income Case Management and Investigations in Children’s Services. Rowan is below the state average.

Ms. Spears shared information on the 10 factors that influence a worker to leave their jobs:

- Expectations are not met
- Mismatch between employee and job role/responsibilities
- Mismatch between employee and the organization
- Insufficient opportunities for growth and advancement
- Insufficient recognition
- Problems with a direct supervisor
- Dissatisfaction with pay
- Stress

- Lack of work/life balance
- Loss of confidence in leadership/organization

Mr. Sides noted that while 67% left for more money in a different county seems high; this is actually 6 workers out of 75, which is not an unrealistic number. However, there is a disconnect in Rowan County in recognizing the Universal Worker concept. Workers who had a specialized job now have to learn policy and protocol for multiple programs. They are not being compensated for the additional job knowledge and responsibility. Ms. Fayko explained that in moving to the Universal Worker concept, workers must now learn two large manuals of program material for FNS and Medicaid. Although IMC positions are entry level, these employees are responsible for a vast amount of program knowledge.

Mr. Sides advised that the Board of Commissioners recently voted to reinstitute a plan whereby certain workers in certain departments could get additional education and advance themselves in salary. Mr. Sides does not agree with this plan because it does not apply to every employee in every department. The new County Manager will be asked to develop a plan across all employee levels where there will be opportunities to advance.

Mr. Peoples advised he would like to look at the number of years these employees have worked at DSS. Are we losing workers that have longevity? He would like to see data on employees with 5 years experience and more who have left. Ms. Spears responded that she does not feel that is the case in her division. There are not a lot of employees with longevity. Mr. Peoples advised if money is the issue, we need to see if there is something that can be done. Mr. Sides responded that he has advised the other Commissioners that it would cost less to address salaries at DSS because there is partial reimbursement from the State for those positions. Ms. Fayko advised she is working on a funding plan for salary increases for Universal Workers. It will be presented to the Board when it is complete. There are state and federal funds available to be utilized for increasing the number of positions in Economic Services. Ms. Fayko hopes to tap these funds to compensate staff for Universal Worker concept but must research the viability of this plan first.

Rebecca Smith presented information on coaching. Employees leave for a variety of reasons, but they stay because of the connection with their supervisor and the belief system their supervisor instills in them. Supervisors need tools and the skill set to be effective coaches. Coaches assist struggling employees for improvement and success. Coaching is unlocking a person's potential to maximize their performance.

Mr. Sides expressed that is important for the DSS Board to express to the Board of Commissioners that the "Board supports our staff when they make a request for funds for any purpose." Mr. Sides advised that as the Board Chair he will accompany Ms. Fayko when she presents the budget next year and advocate for DSS to be looked at because of the myriad of changes seen in the last few years.

Ms. Fayko advised that while our turnover is below the State average, it is difficult to lose a large number of staff at one time from one division. It then becomes necessary to recruit, interview, and train new staff before they become productive members of our work force. At DSS, that takes a minimum of 3 months.

Mr. Peoples asked if it was felt there are trust issues with staff and management. Do employees feel things are going to get better? Staff members present for the meeting responded there have been meetings between staff and leadership to discuss how staff can survive changes they are being put through. Ms. Fayko advised we have been in crisis since FNS launched into NC FAST and the system did not perform well, causing workers to get further and further behind. The second crisis came when 12,000 FNS cases were converted into NC FAST, and the USDA looked at the backlog of applications threatening to cut funding if cases were not caught up. This was followed by 1,200 Medicaid applications being assigned to Rowan County through the Federally Facilitated Marketplace (FFM) from January through March. Now we are heading into Medicaid hard launch into NC FAST and open enrollment of the FFM in November.

The Board expressed appreciation to staff for all they have done and are doing to meet the needs of the public.

10. Selection of Board appointed Board Member: At the last meeting, the Board accepted the resignation of Board member Ruth Kennerly. Board members were asked to reach out in the community to anyone they felt would be an asset as a Board member. Three applications were received: Darlene Blount, Dee Dee Wright, and Steven Bird. According to NCGS 108-A-3b, the DSS Board will review applications and make an appointment to fill the unexpired term of the vacant position. Two positions are filled by the State Board of Social Services, two are filled by the County Board of Commissioners, and one position is filled by the DSS Board. This position is filled by the DSS Board. Chairman Sides called for nominations.

Arnold Chamberlain nominated Darlene Blount. William Peoples nominated Dee Dee Wright, citing her past experience with Cabarrus County DSS and work for a community action agency as interim director.

Nominations were closed. Chairman Sides explained that the nominee receiving the majority of votes would be appointed. In the event of a tie, the decision will be made by the resident Superior Court Judge, Anna Mills Wagoner. Mr. Sides called for the vote.

In favor of Darlene Blount: Arnold Chamberlain, Jim Sides

In favor of Dee Dee Wright: William Peoples, Ethel Bamberg-Revis  
Director will refer applicants to Judge Wagoner for appointment.

11. Approval of Energy Outreach Plan: This is the first time the State is requiring Board approval for the Energy Outreach Plan. DSS contracts with Rowan Helping Ministries, the Salvation Army, 211 Countywide Information System, and Rufty Holmes Senior Center to administer the Energy Outreach programs. Committee meetings will be scheduled in October to discuss outreach efforts and enlist agency participation in the energy programs for this fiscal year. Each agency will provide information about LIEAP and CIP (Crisis Intervention Program). They will provide education to low income clients, and refer potential clients to DSS for LIEAP and to Rowan Helping Ministries for CIP. Rowan Helping Ministries will accept and process CIP applications for DSS. DSS will develop informational material to be shared with each agency, specifically targeting households containing a disabled member or a member aged 60 or older. DSS will provide information about eligibility criteria, benefits, dates, and times for accepting applications. DSS will coordinate training with Rowan Helping Ministries regarding CIP applications, eligibility, and data entry. DSS will provide oversight of the program. We will

utilize the Salisbury Post, Kannapolis Citizen, Government Access Channel 16, WSAT and WSTP radio stations, and the County website to publicize the programs. CIP is a year round program. The maximum CIP benefit amount is \$600 per fiscal year for all counties. LIEAP runs from December 1 through March 31.

**Mr. Sides moved approval of the Energy Program Outreach Plan with correction of meetings being held in October rather than September. Ms. Bamberg-Revis seconded, and the motion passed unanimously.**

12. Social Services Institute: information was forwarded to Board members via e-mail. The Social Services Institute will be held October 22-23. New Board member training will be held October 22 & 23. Mr. Sides will be participating on Thursday. Mr. Peoples and Mr. Chamberlain requested to attend member training on both days, with overnight lodging for Wednesday, October 22. Ms. Bamberg-Revis will not be able to attend. Ms. Fayko advised she will review the new member handbook and notebook with Ms. Bamberg-Revis.
13. Medicaid Hard Launch: A meeting was held with staff to formulate a plan for assisting them through hard launch of Medicaid. Workers have been working 4 hours per week of overtime. Other counties have implemented a procedure of closing the face-to-face application process for a specified number of hours each day. Customers may complete a paper application during this time. Staff has requested to minimize face-to-face applications from 3:00-5:00 every day until we get through the hard launch and until backlogs are cleared and the workload is stabilized. During this time, paper applications will be available and front windows will be open to assist walk in customers. One worker will be available to assist people with applications during these hours. The public will be notified by newspaper, Access 16, the County website, and signage on the doors at DSS. Ms. Fayko requested Board approval to proceed with the plan.

**Mr. Sides moved to allow staff to proceed with plans as presented and minimize face-to-face applications from 3:00-5:00 every day until the workload stabilizes. Mr. Peoples seconded, and the motion carried with all in favor.**

14. Finalize Annual Report: Last month the Annual Report brochure was presented but Medicaid information was not included because costs for each program had not received from the State. We have found that this information is not available. In order to complete the Annual Report, we used the number of beneficiaries and the total Medicaid provided cost *estimate* (\$180 million) from the State. With Board approval, we would like to use this data and finalize the report. The finalized report will be sent to community partners.

**Mr. Chamberlain moved to accept the Annual Report. Mr. Sides seconded, and the motion passed with all in favor.**

15. Community Roundtable: Every year, the Board sponsors a Community Roundtable. The topic being considered this year is substance abuse addiction and recovery. We will present a film entitled "The Anonymous People." It portrays how society stigmatizes people recovering from substance abuse by portraying and perpetuating the dysfunctional side of what is a preventable and treatable health condition. It is estimated that one in ten people over the age of 12 suffers from addiction.

**Mr. Sides moved approval of the topic of mental health/substance abuse and recovery for the Community Roundtable. Mr. Peoples seconded, and the motion passed unanimously.**

16. Adjourn: There being no further business to discuss, **Mr. Chamberlain moved to adjourn. Mr. Peoples seconded, and the motion passed with all in favor.** The meeting adjourned at approximately 7:30.

Date of Next Meeting: Tuesday, October 28, 2014 at 5:30 p.m.

Minutes prepared by:  
Kelley Williams

\_\_\_\_\_  
Signed Date

\_\_\_\_\_  
Secretary Date

**ITEM TITLE:** Division Reports

---

**ATTACHMENTS:**

<b>Description</b>	<b>Upload Date</b>	<b>Type</b>
<a href="#">Children's Services Division Report</a>	10/22/2014	Cover Memo
<a href="#">Economic Services Division Report</a>	10/22/2014	Cover Memo
<a href="#">Finance Division Report</a>	10/22/2014	Cover Memo
<a href="#">Fiscal Report</a>	10/22/2014	Cover Memo
<a href="#">Services Support Division Report</a>	10/22/2014	Cover Memo
<a href="#">Foster Parent Newsletter</a>	10/22/2014	Cover Memo
<a href="#">Agency Calendar</a>	10/22/2014	Cover Memo

**Children's Services Division**  
**Rebecca Smith, Program Administrator**  
**October 2014**

***New Parenting Education Resource***

The Center for Prevention Services, a nonprofit agency based in Charlotte, is going to be facilitating the evidence-based parenting curriculum Celebrating Families! at RCDSS beginning January 15, 2014. The 16 session course will be offered free of charge to the families we serve where Substance Abuse is a contributing factor to abuse or neglect and where the caregiver is in recovery. We will be evaluating the effectiveness of this program as it takes place in the hopes of offering it multiple times each year if it is shown to impact the success of families in preventing further incidents of maltreatment.

The objectives of the Celebrating Families curriculum include:

1. To break the cycles of chemical dependency and violence/abuse in families by increasing participant knowledge and use of healthy living skills. Participants will:
  - Develop better communication skills.
  - Learn how to appropriately express their feelings.
  - Be able to demonstrate anger management skills.
  - Be able to use problem solving and decision making skills.
  - Develop coping skills to deal with stressful situations.
2. To decrease participants use of alcohol and other drugs and to reduce relapse by teaching all members of the family about the disease of chemical dependency and its impact on families.
  - Participants will increase their knowledge of the impact of alcohol, prescription and illegal drugs on children, individuals and families.
3. To positively influence family reunification by integrating recovery into daily family life and by teaching healthy parenting skills.
  - Providing a safe, nurturing place for children and parents to talk and to explore their feelings and choices.
  - Facilitating trust through a process of bonding with consistent role models.
  - Assisting participants in developing their self-awareness and self-worth.
  - Educating participants about chemical dependency as a disease and how it affects family members.

***Human Resources Updates***

Children's Services has undergone several staff changes in recent months as part of an effort to "put people in the right seats" and provide opportunities for cross-training and career advancement. Several of our social workers from our Permanency Planning unit have been promoted and have transitioned to our Investigative and Family Assessment unit. With every move, there has been an opportunity for other internal staff to consider a change in their job roles. Our On Call Social Worker interviewed for and accepted a position in Permanency Planning. We have also had an opportunity to bring talent from surrounding counties in to our Permanency Planning Unit. Each time an internal staff member changes roles, we see it as an opportunity to thoroughly train them in their new role allowing opportunity for adjustment and appropriate field coaching. As we bring new staff in to the agency or in to a new service area, we are ensuring their thorough understanding of State policy expectations, internal protocols and caseload management responsibilities in order to set them up for success in their respective service areas. The goal of all of this movement and proactive training is to improve the overall quality of work we are doing with families and the efficiency and effectiveness of the paperwork that corresponds to that work. At the same time, we are developing leadership among our ranks by supporting ongoing growth and development for all of our staff placing a large value on job knowledge across all service areas.

**Economic Services Division Report  
Pat Spears, Program Administrator  
October 2014**

**Medicaid Update:**

Rowan County hard launched for Medicaid on Monday, October 6, 2014 and we survived. The system issues that plagued the state last July when the Pilot Counties began entering Medicaid applications into NC FAST did not happen at hard launch. Completing a Medicaid recertification in NC FAST is taking from 25 minutes to 2.5 hours for established, experienced workers and an additional 45 minutes for new staff based on state estimates. We are seeing our experienced staff completing 3 to 4 Medicaid recertifications per day. We continue to have some older over due Medicaid applications pending with about 10 with NC FAST help desk tickets. These have all been escalated to our NC FAST Readiness Liaison. There are 2 overdue applications from November 2013 that require a data fix so I am not sure how long they will stay overdue. Hopefully, all will be resolved soon.

**Medicaid Application Backlog Progress:**

<b>Month</b>	<b>4/7/14</b>	<b>5/5/14</b>	<b>6/5/14</b>	<b>6/17/14</b>	<b>7/17/14</b>	<b>8/11/14</b>	<b>09/15/14</b>	<b>10/15/14</b>
<i>October</i>	217	109	22	13	21	2	0	0
<i>November</i>	241	111	42	32	23	2	2	2
<i>December</i>	256	157	64	43	21	4	4	2
<i>January</i>	767	560	320	220	78	15	4	0
<i>February</i>	303	216	141	94	34	5	1	0
<i>March</i>	649	552	423	317	118	16	4	1
<i>April</i>	100	378	272	250	98	23	1	1
<i>May</i>	0	27	286	233	130	35	4	1
<i>June</i>	0	0	83	219	265	82	7	3
<i>July</i>					212	314	51	10
<i>August</i>						153	415	126
<i>September</i>							226	398
<i>October</i>								205
<i>Total Pending</i>	2533	2110	1653	1421	1000	651	719	749

**Over the Shoulder Support:**

NC FAST has provided an over the shoulder (OSS) staff member to our agency every other week for the past 6 weeks. OSS staff are trained in NC FAST functionality and are able help troubleshoot and resolve issues when cases/applications get hung in NC FAST. Having the NC FAST team provide this support to us provides some relief to our supervisors, leadworkers, and trainers when it comes to troubleshooting systems issues for their staff.

**Other Updates:**

We have several staff in training and have submitted recommendations for most of our vacancies. We have 4 of our 6 temporary positions filled and recommendations for the remaining 2 positions have been submitted to HR.

Social Services Institute: ESD will be sending seven employees (5 supervisors, 1 lead worker, and 1 trainer) to the Social Services Institute next week. The focus this year is on building skill level of Income Maintenance Supervisors. There are several workshops for supervision in NC FAST and Income Maintenance. Not all seven will attend all 3 days; they have staggered attendance to ensure that we maintain coverage in the agency.

**Fiscal Division Report**  
**Kelly Johnson, Budget Analyst**  
**October 2014**

**Budget**

As of the end of September with 25% of the fiscal year gone by, we have spent 21% of our budgeted expenditures and received 14% of our revenues. (Revenues do not come in until one or two months after the expenditures are recorded and reported.) We have used 33% of our county funds, which will be lower when all of our revenues are received for September.

**ADP Plan**

Approval of our Automated Data Processing Plan (ADP) was received from Hank Bowers, Chief Performance Management/Reporting and Evaluation Management Section - Division of Social Services. We can now begin purchasing computer hardware, software and auxiliary equipment used with the computer.

**Maximus Replacement Update**

In the January 2014 Fiscal Division Report, information was shared regarding a letter to all 100 NC counties providing information that MAXIMUS Consulting Services, Inc. will remove the Quarterly Information Consolidation System (QuIC) and Time and Effort Calculation System (TEC) products from their business line after June 30, 2014. After negotiations of the State needing more time to work on a transition plan, Maximus agreed to extend their services through December 31, 2014.

This is a crucial change for the State, counties and DSS Fiscal Offices. For the past sixteen years, NC counties have used the Maximus Software program to import and upload payroll, daysheet coding, accounts payable expenditures and contracted services each month. All of this fiscal data makes up the 1571 Report. Once the calculations are balanced, the report is uploaded to the State. 1571 is the fiscal report of submitted costs for reimbursement and for Rowan County, accounts for an average of \$7.5 million in reimbursement annually.

In a Director/Fiscal Conference Call on October 7<sup>th</sup>, the following update regarding the county reimbursement system planning (TEC/QuIC) was provided by Jack Rogers, DSS Deputy Director. He began by saying, "when the State was looking to renew the contract with Maximus, costs were ranging between \$2.7 and \$3 million dollars. Therefore, the State is looking at a web based product similar to TEC and QuIC in which the product cost would be around \$50,000." This product is currently being tested by the Division of Information Resource Management (DIRM) and feedback is expected in approximately 2-4 weeks. The new reimbursement system will be implemented in two phases. Phase I will consist of: assessment of product (source code & county data), hardware/software requirements and establishing a timeline.

Phase II will consist of: actual implementation, testing and post implementation support.

<b>EXPENDITURES SUMMARY</b>	<b>BUDGET APPROPRIATION</b>
Services, Programs, Staff & Operating Costs	13,017,157
County Funds (General Assistance, Drug Screening)	40,400
Child Day Care Payments	4,071,557
Public Assistance	
Adoption Assistance IV-B	135,600
Adoption Assistance IV-E	190,600
State Foster Home Program	1,174,032
IV-E Foster Care	1,345,337
Assistance to the Blind	5,600
Crisis Intervention and Low Income Energy	1,032,932
Medicaid	10,500
S/C Special Assistance-Aged	478,414
S/C Special Assistance-Disabled	499,982
Work First-Emergency Assistance	9,000
Work First Assistance Payments	5,000
Home and Community Care Block Grant	
Administrative/Staff Costs	48,832
Adult Day Care Contract	44,100
In-Home Aide Contract	156,285
Grand Total	22,265,328

---

**CHANGES TO BUDGET FROM PREVIOUS MONTH**

Account

Total Increases/Decreases

---

**PERSONNEL CHANGES**

Number of permanent positions	204
Number of promotions	2
Number of demotions	1

Number of new hires	5
Number of lateral transfers	0
Number of resignations	4

---

SPENT YEAR TO DATE	NO. OF MONTHS REMAINING	PERCENTAGE PROJECTION	
2,772,955.81	9		0
			0
5,548.00	9		0
			0
793,771.90	10		0
			0
			0
23,216.50	9		0
42,135.29	9		0
81,932.48	10		0
135,794.83	10		0
-	9		0
520,603.56	9		0
(146.82)	9		0
104,076.00	9		0
117,615.50	9		0
-	9		0
-	9		0
			0
			0
2,584.85	9		0
5,156.40	10		0
24,175.19	10		0
			0
4,629,419.49	9	83%	0

IncreaseDecrease

- -

YEAR TO DATE

10  
1  
14



**Service Support Division Report**  
**Donna Fayko, Acting Program Administrator**  
**October 2014**

**Adult Services**

Guardianship - NC G.S. 35A-1242 states that any corporation or disinterested public agent that is a guardian of the person, within six months after being appointed, shall file an initial status report with the clerk. The guardian of person shall file a second status report one year after being appointed and annually thereafter. The status reports include information about the ward's medical, dental and mental health; it also includes information on the ward's overall well-being. This is the guardian's summary of how the ward's needs are being met. It includes information of ward's progress and any difficulties or obstacles the guardian has experienced in fulfilling their role as guardian. Effective October 1, 2014, there has been a slight change in practice with the status reports in that the guardian now has to report to the clerk's office their efforts to seek the least restrictive alternatives to guardianship. Least restrictive alternatives means restoration of competency, transfer of guardianship, limited guardianship and alternatives to guardianship. This change will not add new requirements to our practice because Adult Services staff has always looked at least restrictive alternatives as part of our process; we will now start adding that information to our status reports. In FY'14, we were successful in having four guardianships transferred and one restoration of competency. So far this FY, we have had one restoration of competency and we are currently assessing three adults to determine if we can pursue restoration of competency.

We are also happy to report that Pam Leonard was transferred into the Guardianship/IHA Social Worker position that was vacant. This move was good for the unit as Pam was the SW with this caseload for a year and is already trained in Guardianship. She is familiar with the clients, family members and the staff. She was able to jump in and resume those duties with no problems.

**Child Care**

We met with several community partners (Smart Start, Salisbury Rowan Community Action Agency, Partners in Learning, Hurley YMCA, Cornerstone Child Development Center) to brainstorm solutions for the changes in policy affecting mostly school age children. Ideas presented included scholarships through community partners, unlicensed after school sites available just for children who were ineligible for child care subsidy, and a community resource pamphlet to assist customers with finding affordable child care. Cross-divisional training with Children Services will occur in December on the changes that will impact their placements as relatives' income will begin counting towards eligibility in January.

**Work First**

All of our cases have been converted from the legacy system to NCFast.

**Child Support**

The Rowan County Child Support Unit reports the following statistics as of 09/30/2014; Cases under Order 88.74%, Paternity Establishment 89.01%, Collection Rate 66.20%, and Cases with Payment to Arrears 47.86%. Rowan County Child Support's collections for the month of September 2014 totaled \$839,564.98

The establishment staff worked comp time during the month of September which allowed them to complete work on numerous paternity reports in an effort to comply with the Data Reliability Audit. In the month of September, the State Office implemented an anonymous parent tip line which they anticipate will assist in the location of non custodial parents. The toll free number is 855-449-8741.

The Office of Child Support Enforcement will be conducting an IRS review in North Carolina the month of December. The visit will include the Central Office and one or more counties. The state office advises that the County offices selected for the IRS visit should receive notification by early November.



Donna F. Fayko, Director  
1813 East Innes Street · Salisbury NC 28146  
Telephone: 704-216-8330 · Fax: 704-638-3041  
<http://www.rowancountync.gov/dss/mainpages>

November 2014

Dear Foster Parents,

I have enjoyed meeting with some of you over the last two months. I look forward over the next 4-5 months completing my inaugural meetings with each of you. I am amazed at your dedication to fostering. My plans are to meet with you all as a group soon. I would like to hear from you! You are important to the agency and your services are invaluable.

There is so much that I would like to share with you. We have been talking about you, yes, YOU! We have been looking at ways to assist you in meeting the needs of the children that come into care in Rowan County. Please email if you have any ideas or needs for training. Some of the workshops that we are considering are:

- ▽ Nurturing the brain – toxic stress impact on the brain
- ▽ AAP (American Academy of Pediatrics) guidelines for foster children
- ▽ Adverse Child Experiences and Domestic Violence Follow up that you requested

We want to make sure that the trainings are meeting your needs.

Please mark your calendars for **Tuesday, November 18, 2014 from 6:00 pm – 8:00 pm for a follow up meeting with the Director.** This meeting will be to update you on changes that have been implemented since your last meeting with the director.

• Fall MAPP classes will continue through November 4. Beverly Dupree, Tisha Warren, and previous foster parent, Darlene Murphy are teaching the fall class which is scheduled to end on 11/4/2014. Some of you are participating on Panel Night on October 28. Thank you in advance.

• **Foster Parent In-service, Monday, November 24, 2014 at 7:00 pm in the Children's Services conference room.** Carrie Lauterbach with Barium Springs will present on "Post Adoption Services." Childcare for children 12 and under is available at no charge, in the visitation room.

• **SAVE THE DATE!** Our annual Foster Family Christmas Party, sponsored by our DSS Board, will be held on **Saturday, December 6** from 11 am to 1 pm. The party will be at our DSS office, in the lobby and large conference room. This is definitely a highlight of the year for our foster families, featuring a

It is the policy of the Department of Health and Human Services to provide services, care, benefits, and assistance to all qualified persons without regard to race, color, national origin, sex, religion, age, disability or political beliefs.

pizza lunch, entertainment, and a visit from Santa for all children who attend. If you have children in your home, you should have received an invitation in October.

- The “One Church One Child” Assistance Center at Main Street United Methodist Church at 1312 North Main St. in Salisbury will be OPEN from 9 am to 11 am and 1:30 pm to 4:00 pm on these dates in November: Monday Nov. 3, Thursday November 6, Monday November 10, Thursday November 13, Monday November 17, Thursday November 20, and Monday November 24. They will be closed on Thursday Nov 27 due to Thanksgiving.

Items available to foster families include children’s clothes of all sizes, shoes, socks and underwear, baby items, toys, school supplies, and diapers, and you are welcome to anything you can use for foster children in your home. Jon Hunter will be there most of the time, and there will be volunteers as well to help you. Bring your Foster Parent ID card with you (or they can look up your name on our list of foster parents). You will need to give Jon or the volunteer the name of the foster child(ren) the items are for.

- This issue of our newsletter will assist you in advocating for effective trauma – informed mental health services along with the child’s social worker. Please always consider this definition of trauma...

A trauma-informed child- and family-service system is one in which all parties involved recognize and respond to the impact of traumatic stress on those who have contact with the system including children, caregivers, and service providers. Programs and agencies within such a system infuse and sustain trauma awareness, knowledge, and skills into their organizational cultures, practices, and policies. They act in collaboration with all those who are involved with the child, using the best available science, to facilitate and support the recovery and resiliency of the child and family. (NTSN, 2012)

I look forward to working with each and every one of you and fostering a long standing partnership together. Thank you for ALL you do every day for our children!

*Wendy J*

Wendy G. Baskins  
Foster Home Licensing Worker  
Office 704-216-8467  
Cell 704-267-6054  
wendy.baskins@rowancountync.gov

## **Advocating for Effective Trauma-Informed Mental Health Services**

Questions you might ask during the initial call with the provider's agency:

- ✓ Do you take Medicaid?
- ✓ How soon can an appointment be scheduled?
- ✓ Will I be able to talk with the therapist before the child begins therapy? (You should be able to)
- ✓ Do therapists meet regularly with caregivers throughout treatment? (This is essential!)

Questions you might ask the therapist about the treatment process:

- ✓ How often will you see the child? (Should be at least weekly)
- ✓ How long does each session last? (Should be at least 50 minutes weekly)
- ✓ How much time during each session will you spend with the caregiver alone *and* with the caregiver and child together? (It is essential caregivers are involved nearly every session)
- ✓ How often will you & I discuss the child's progress in treatment? (Should collaborate with team)
- ✓ What strategies do you use to address anxiety and trauma symptoms? (Should have specifics)
- ✓ What strategies do you use to address behavior problems? (Should include caregiver involvement)

Adapted from Project Broadcast "Advocating for Effective Trauma-Informed Mental Health Services"



# November-2014

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3 Adult Svcs 8:30	4 Peer Review 9:00 CCPT 12:30 Large Conf. Rm MAPP 6:00	5 APS Screening 8:30	6 PFE 2:00 <b>Time Sheets Due</b>	7 Daycare 8:00 CSLT 9:00 Time Sheets Keyed	8
9	10 Travel due to Donna P.	11  Veteran's Day	12	13	14 CSLT 9:00 Pay Day Bring a canned good	15
16	17 Innovative Approaches 10:00 - Blue Conf. Rm Community Roundtable 1:00 - 5:00	18 Peer Review 9:00 LEPC 9:30 RPL Family Finding Mtg 10:00 NCSSA Luncheon Mtg.	19 SOC Collab 1:30 Adoptions Comm 2:00 LINKS 3:30 <b>Time Sheets Due</b>	20 ESD Supv/Star Team 9:00 Time Sheets Keyed	21 APS Screening 8:30 CSLT 9:00 Travel Cks. Distrib.	22
23	24 Foster Parent In-Service 6:00	25 Peer Review 9:00 DSS Board 5:30	26 Leadershp Academy 9:00 Hopefully County Offices will close at 1:00! <b>Payday</b>	27 	28	29

30

**Parking Space Winner - Jeanne Tucker**



**Compatibility Report for Calendar.xls**  
**Run on 10/27/2011 17:00**

The following features in this workbook are not supported by earlier versions of Excel. These features may be lost or degraded when you save this workbook in an earlier file format.

**Minor loss of fidelity**

**# of occurrences**

Some cells or styles in this workbook contain formatting that is not supported by the selected file format. These formats will be converted to the closest format available.
--

1

**ITEM TITLE:** Data Dashboards

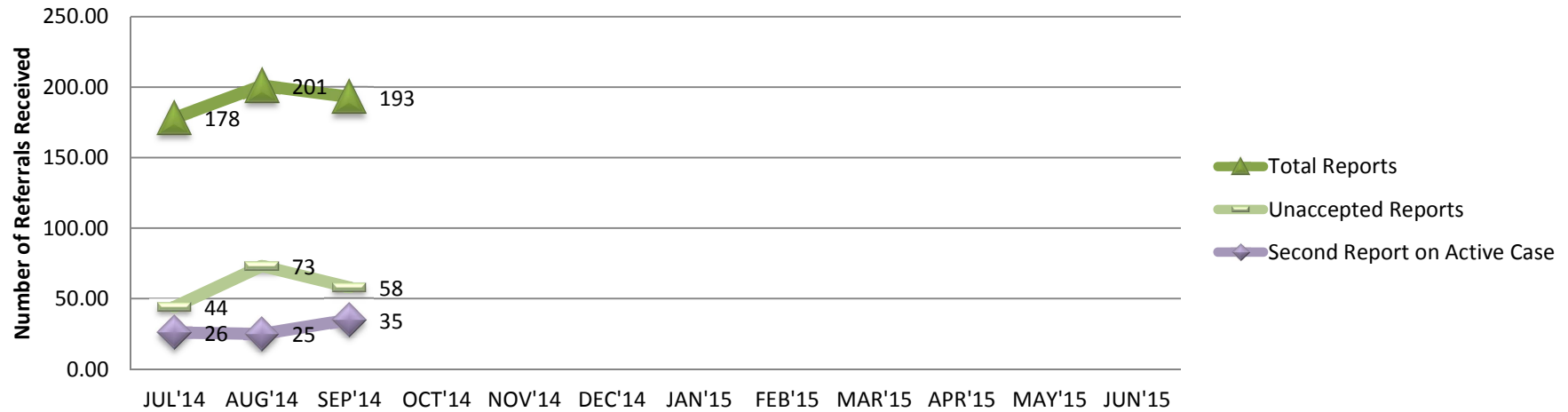
---

**ATTACHMENTS:**

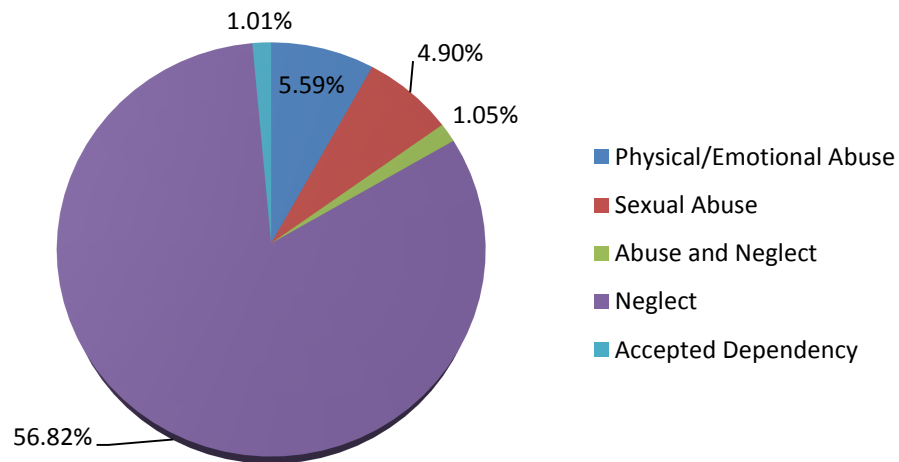
<b>Description</b>	<b>Upload Date</b>	<b>Type</b>
<a href="#">Data Dashboard Children's Services</a>	10/22/2014	Cover Memo
<a href="#">Data Dashboard Economic Services</a>	10/22/2014	Cover Memo
<a href="#">Data Dashboard Services Support</a>	10/22/2014	Cover Memo

# Children's Services Data Dashboard

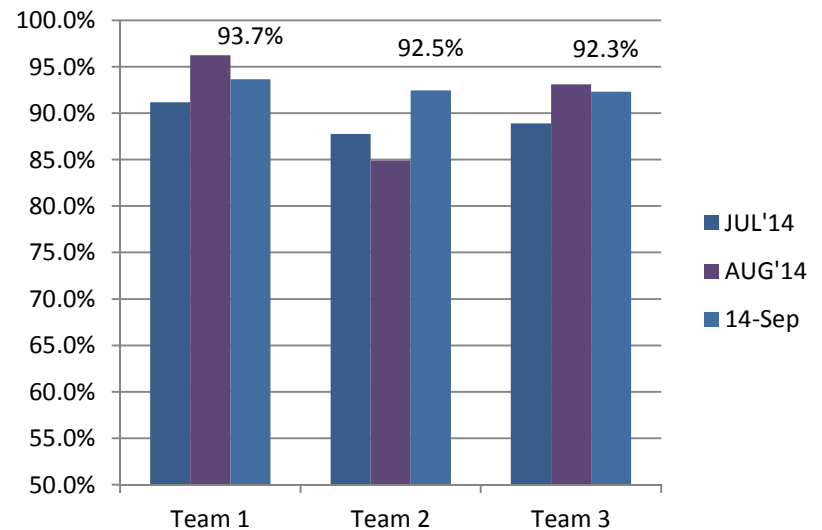
## CPS Intake Reports



## Accepted CPS Intake Reports by Type FY'14-15

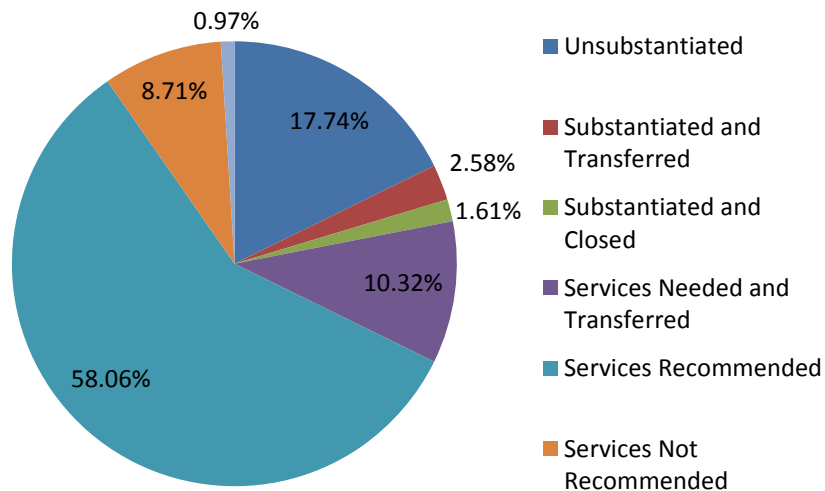


## Initiation Rates by Team Jul '14 to Sep '14

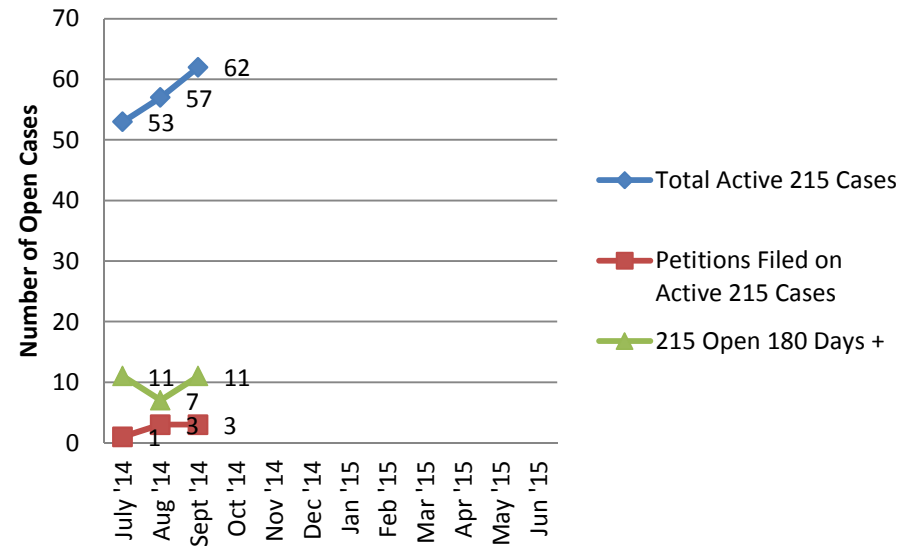


# Children's Services Data Dashboard

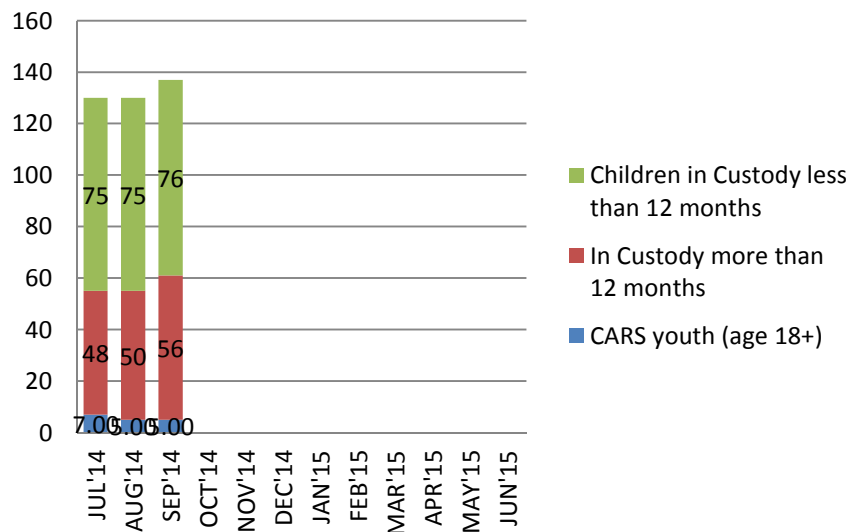
## CPS Findings FY '14-'15



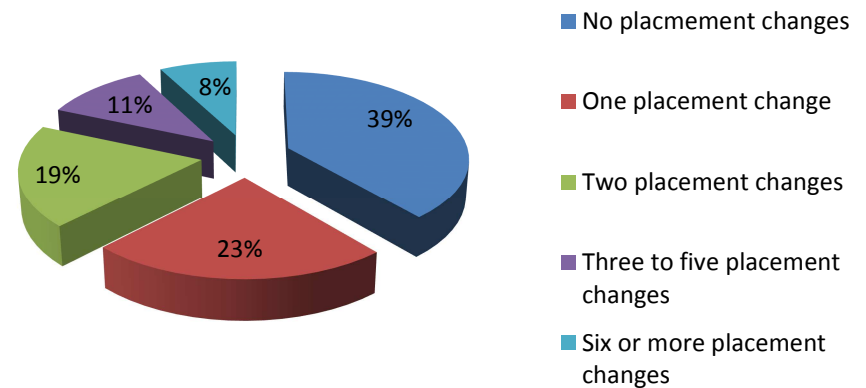
## In Home Services



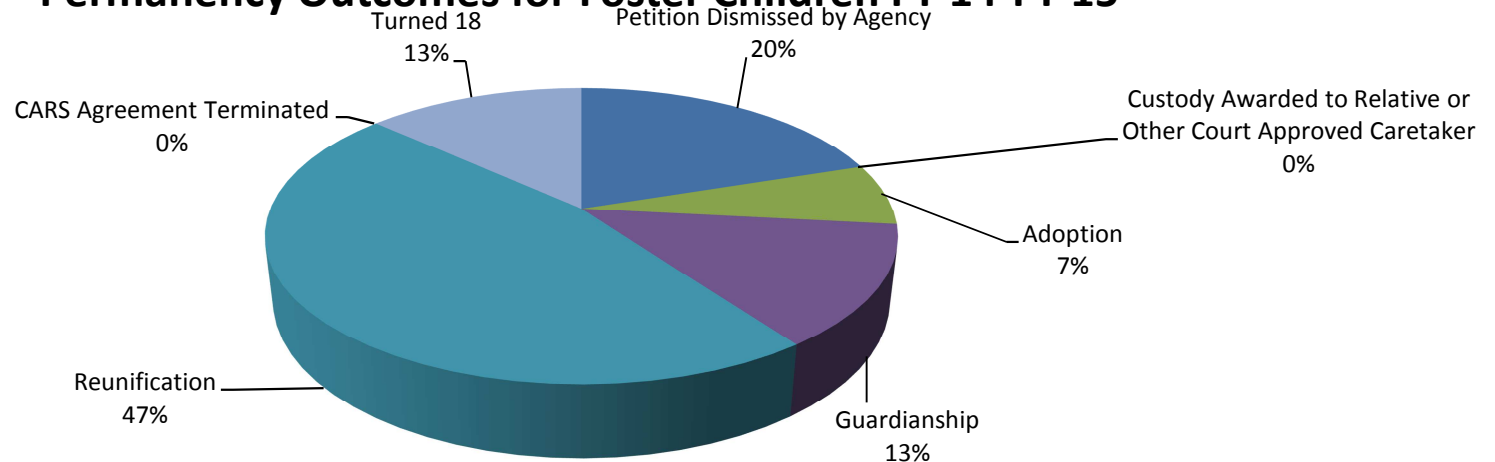
## Number of Children in Foster Care



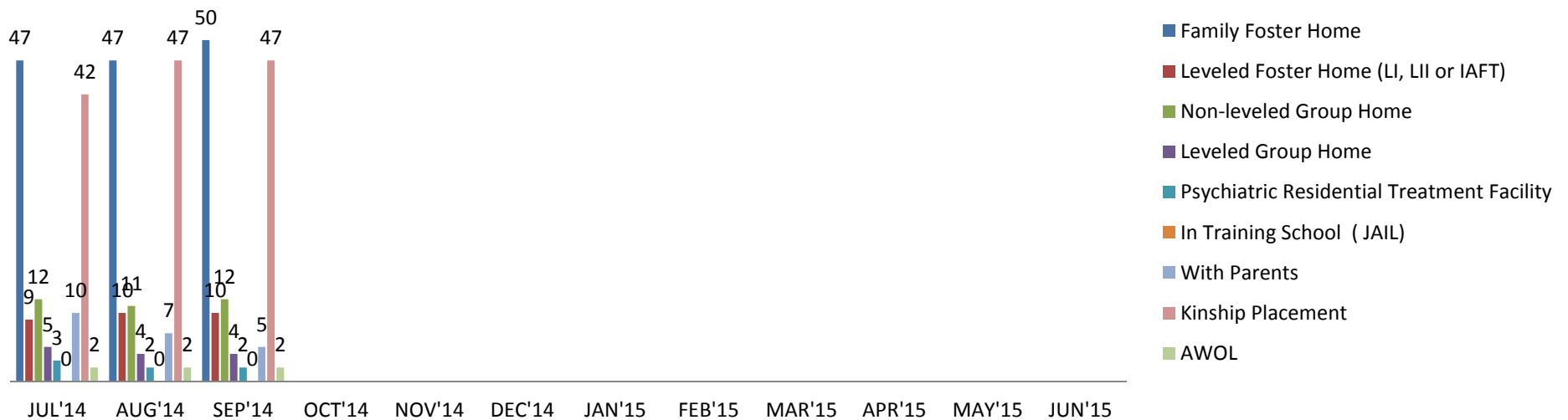
## Number of Placement Changes Per Youth in Foster Care FY' 14-15



## Permanency Outcomes for Foster Children FY'14-FY'15

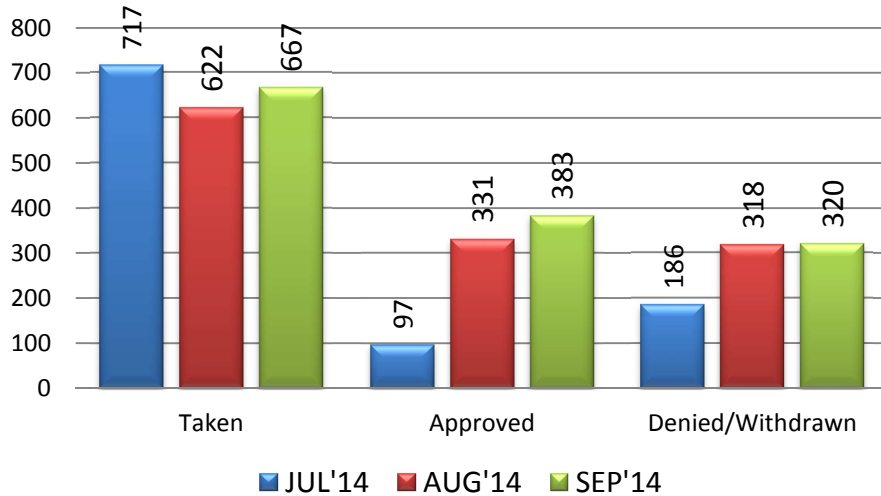


## Foster Children's Placement Type FY '14/15

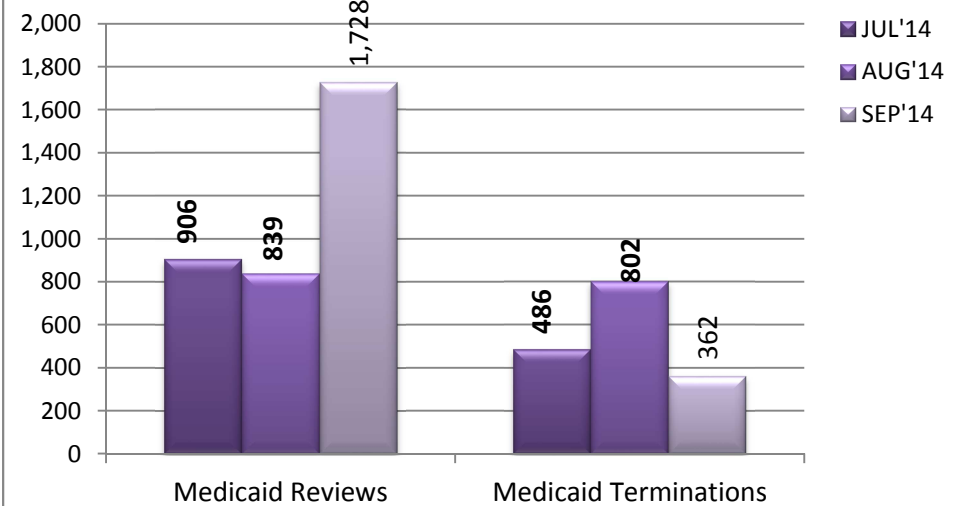


## Economic Services Data Dashboard -2014-2015 Fiscal Year

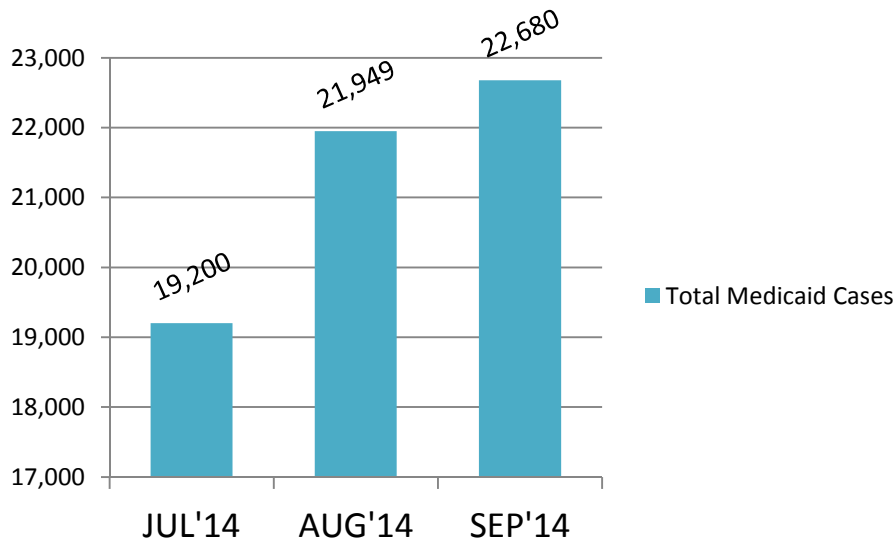
### Medicaid Applications



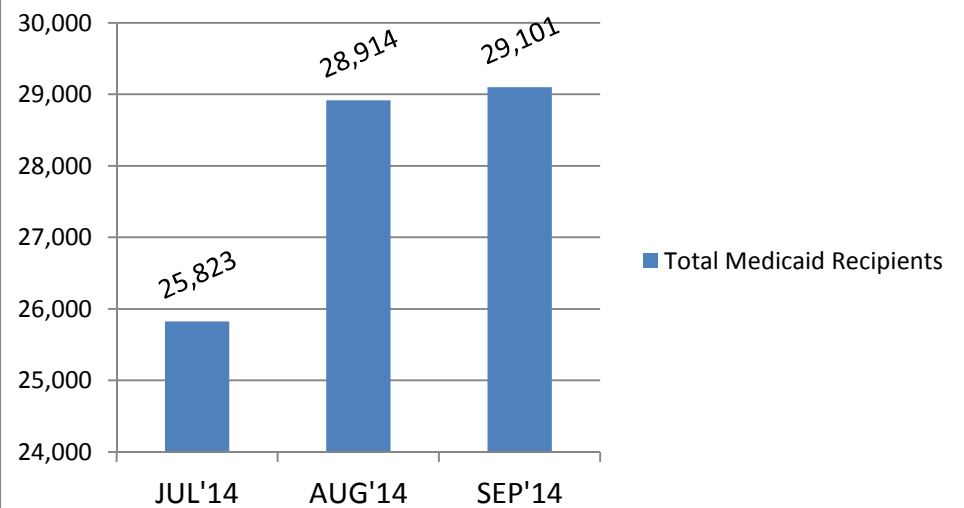
### Medicaid Reviews and Terminations



### Total Medicaid Cases

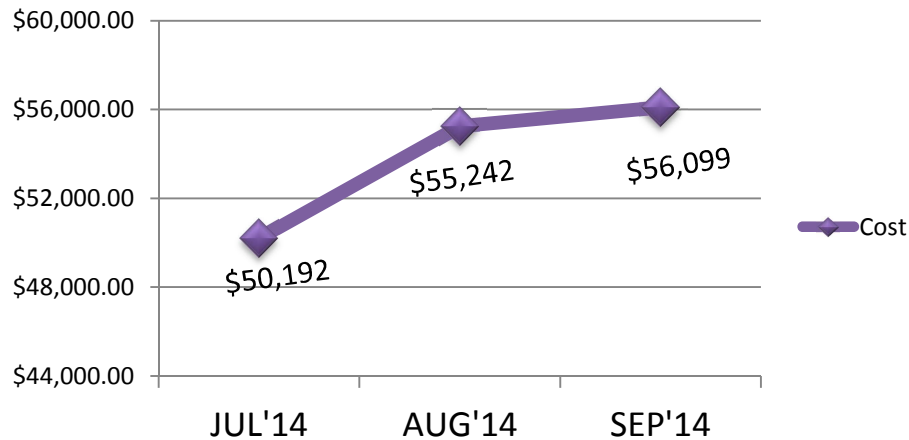


### Total Medicaid Recipients

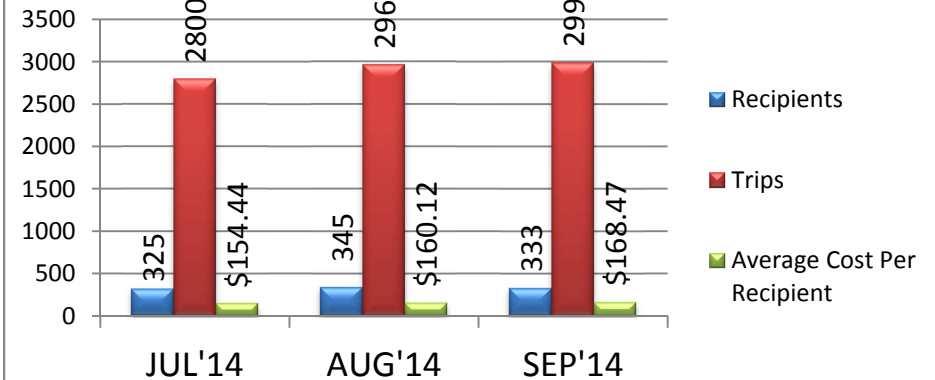


## Economic Services Data Dashboard -2014-2015 Fiscal Year

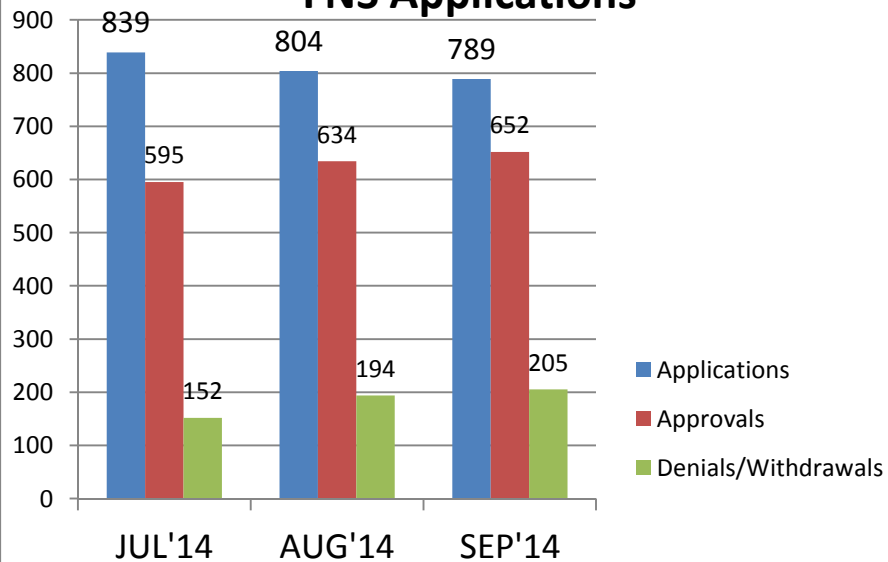
### Medicaid Transportation - Total Cost



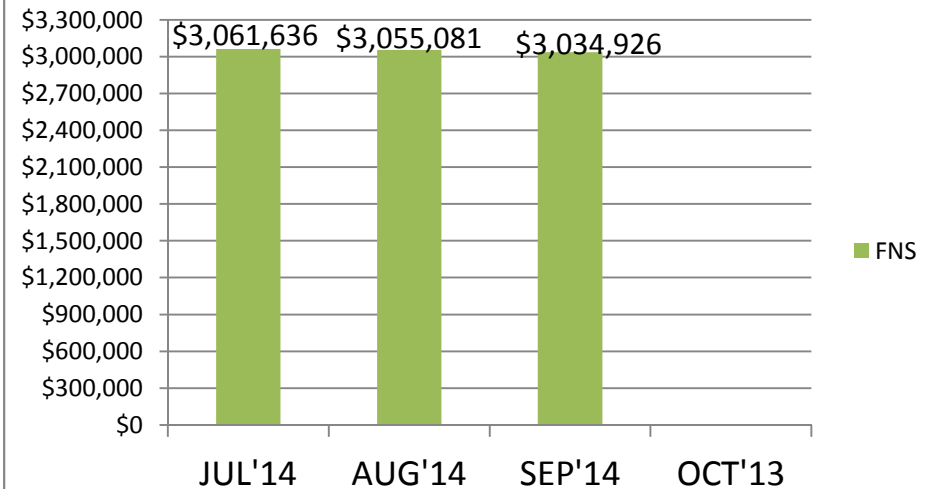
### Medicaid Transportation Average Cost Per Recipient



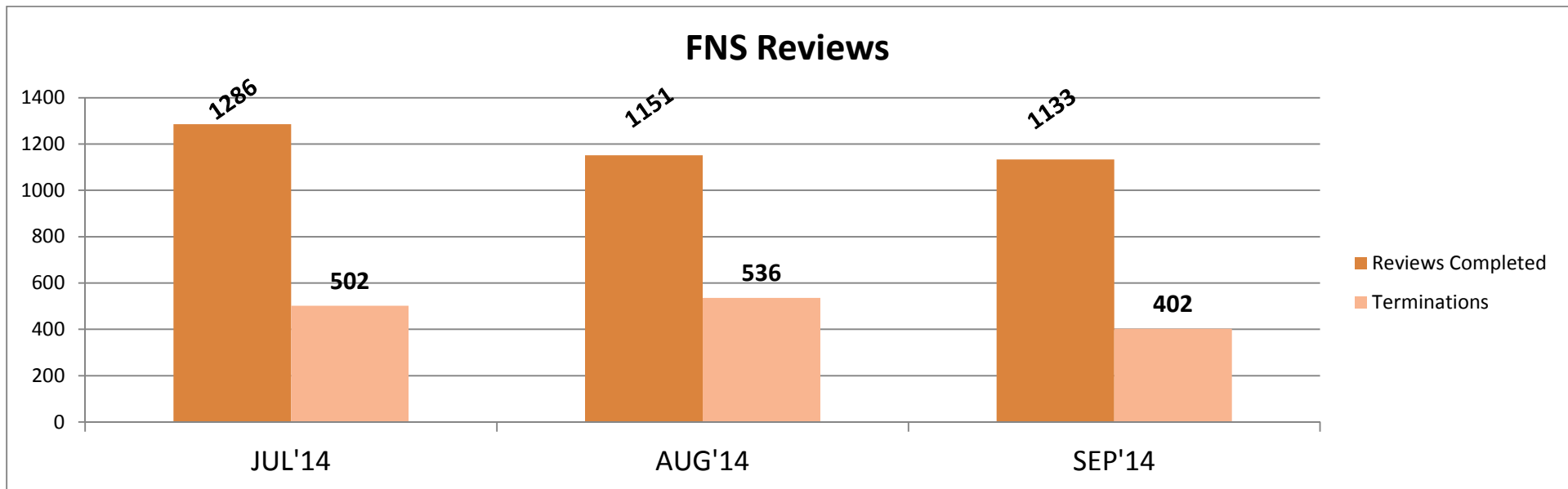
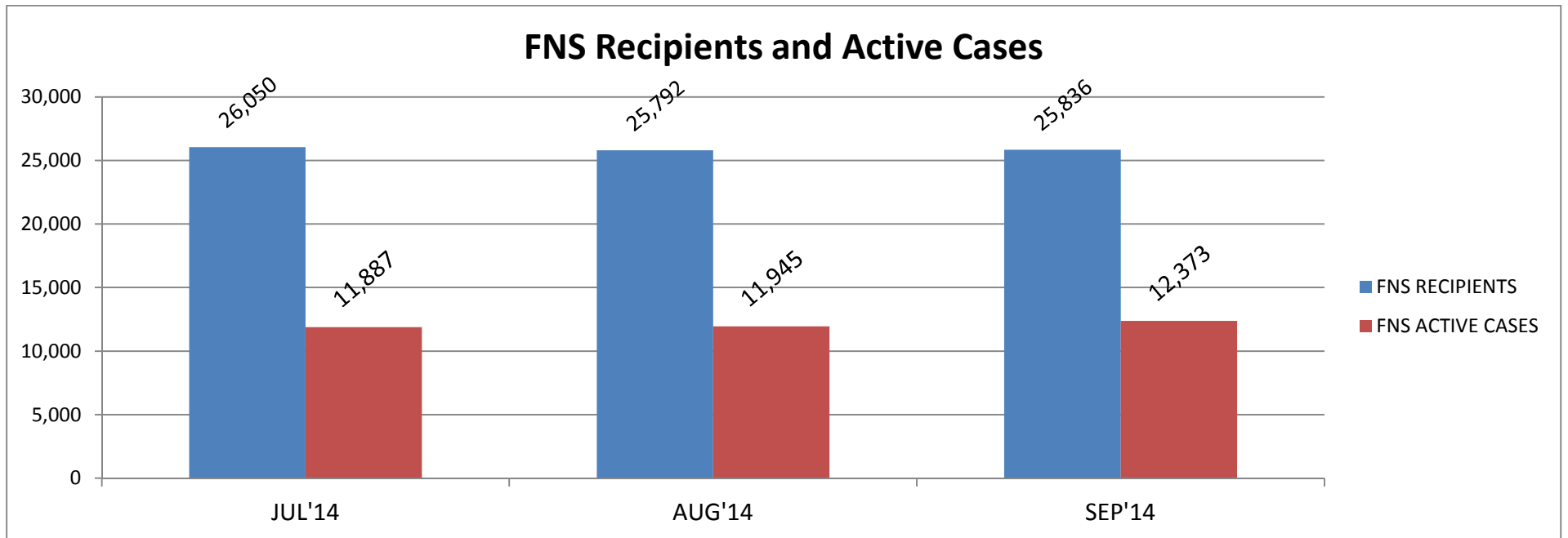
### FNS Applications



### FNS Benefits Issued



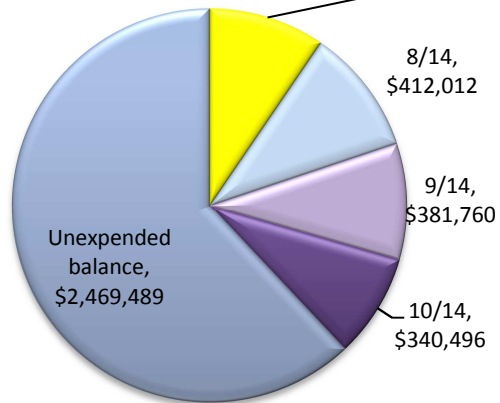
## Economic Services Data Dashboard -2014-2015 Fiscal Year



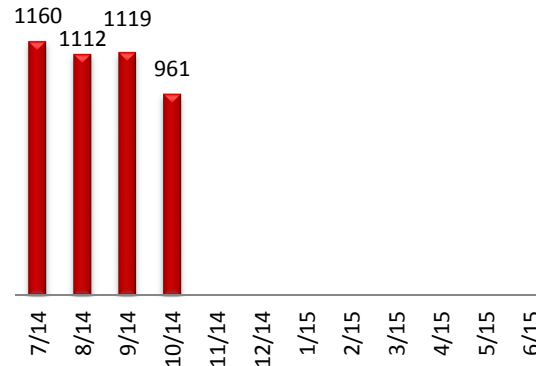
# Service Support Data Dashboard

## Child Care & Work First

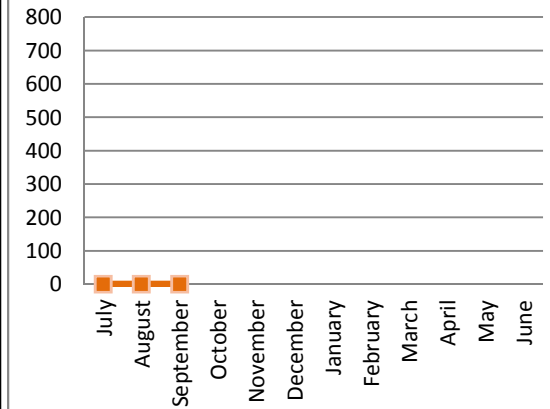
Yearly Allocation \$3,982,974  
Through October 2014 (September Service Month)



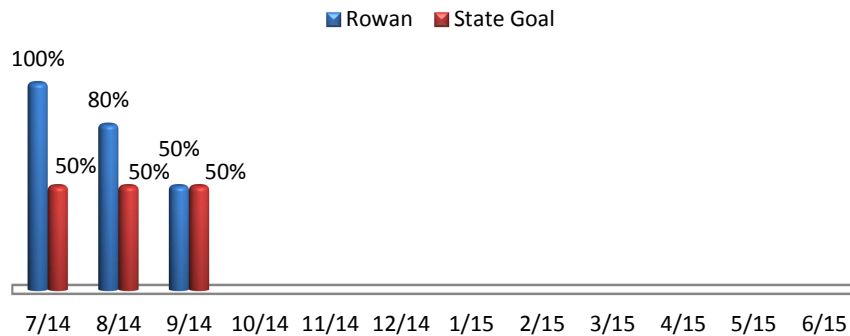
Monthly Total of All Children Served



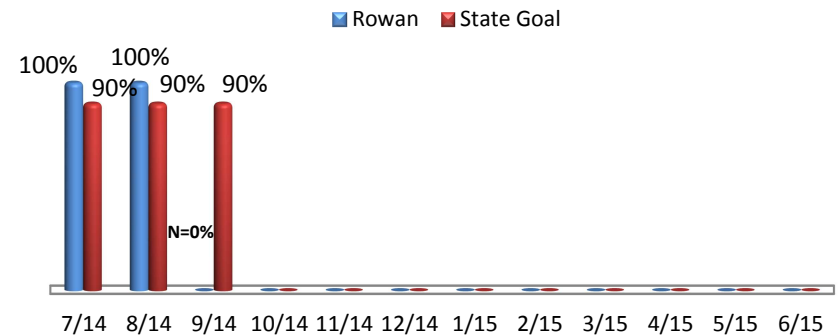
# of children on Waiting List



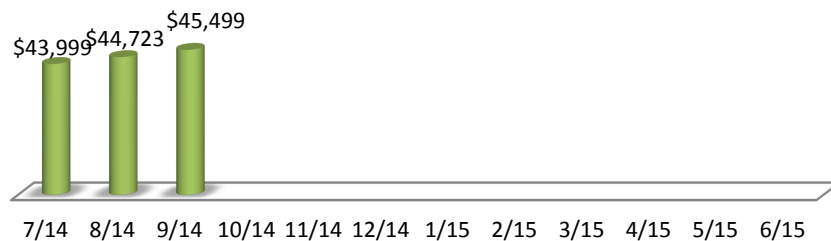
All Families Participation Rate



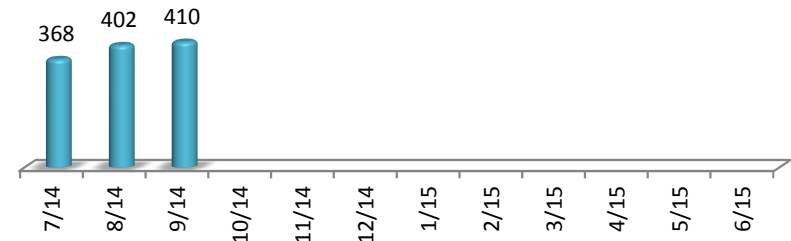
Two Parent Participation Rate



Work First Benefits Issued



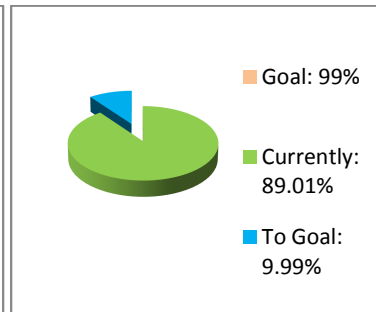
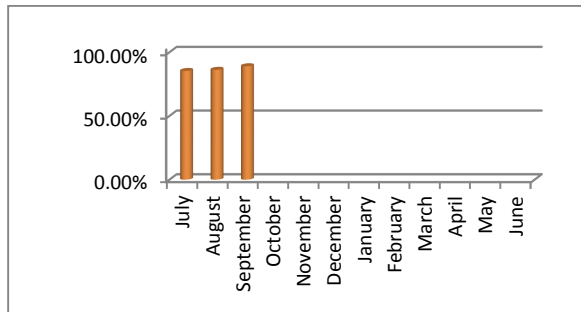
Work First Recipients



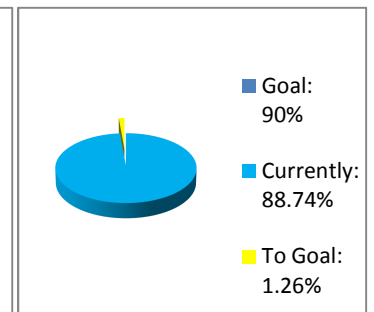
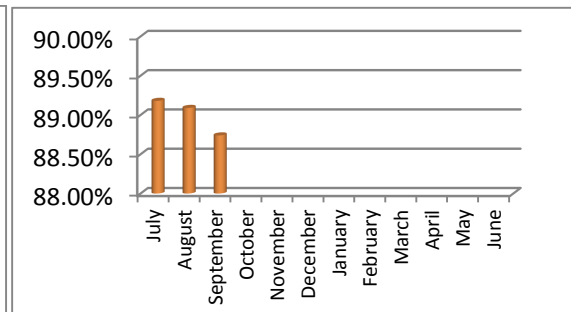
# Service Support Data Dashboard

## Child Support Incentive Goals

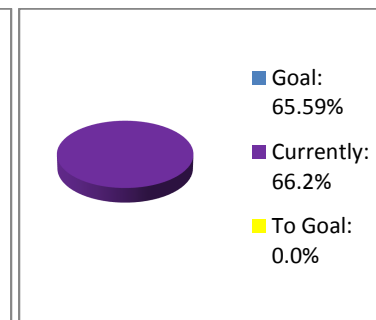
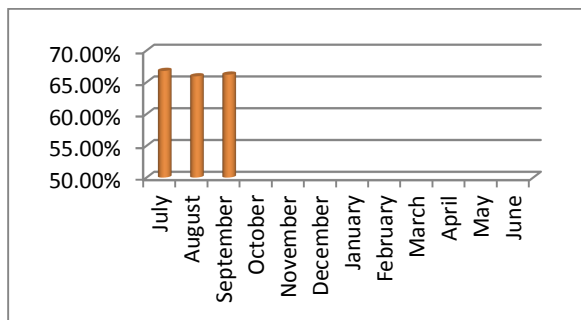
### Paternity Establishment– Goal 99%



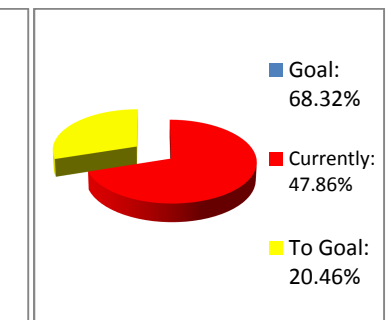
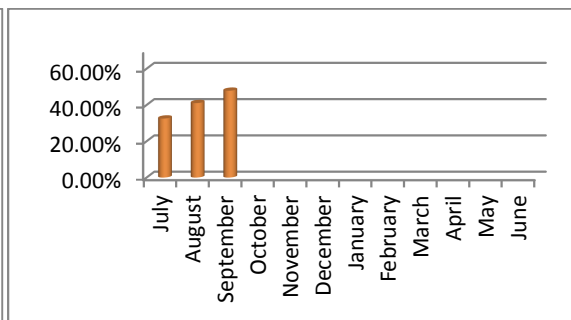
### Cases Under Order – Goal 90%



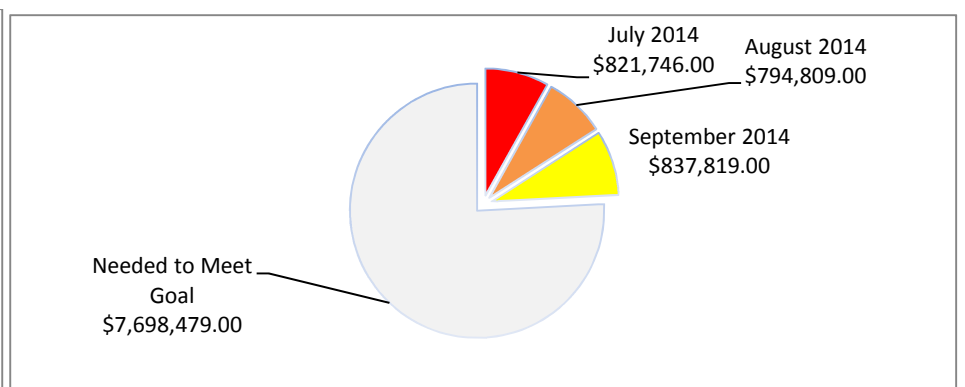
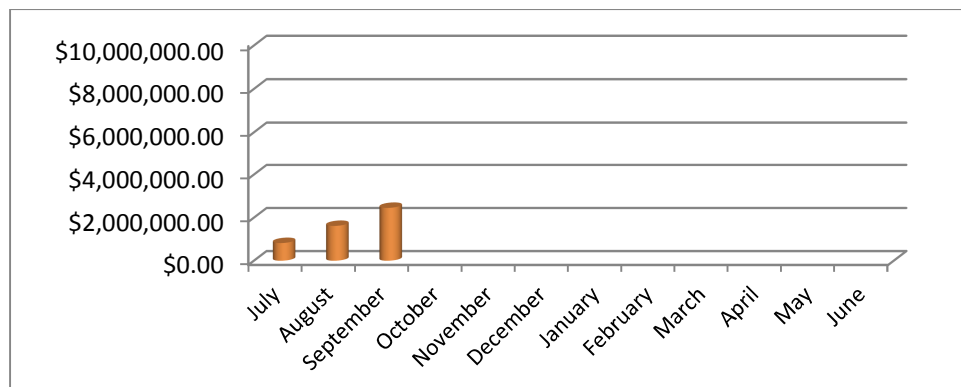
### Collection Rate – Goal 65.59%



### Cases with Payments to Arrears – Goal 68.32%

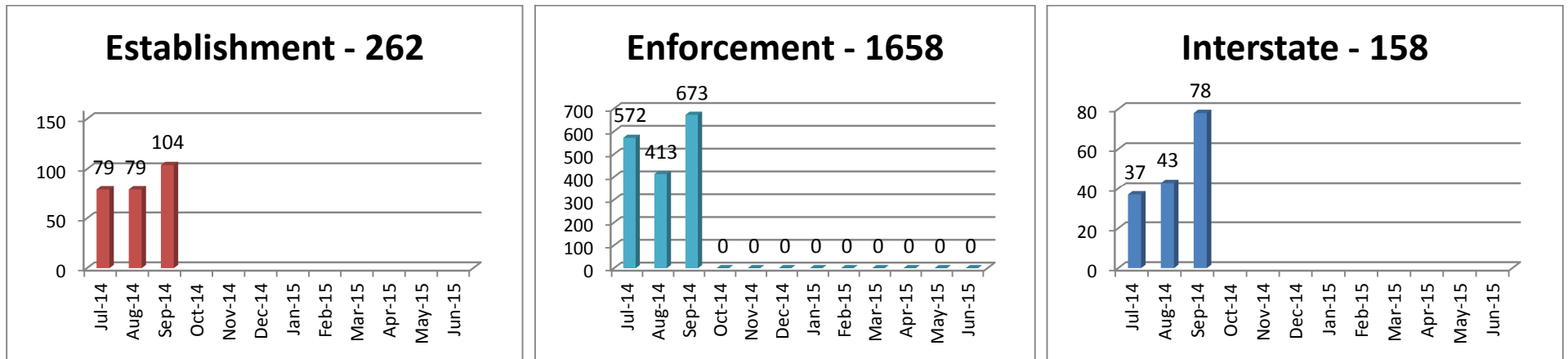


### Total Collections – Goal \$10,341,700



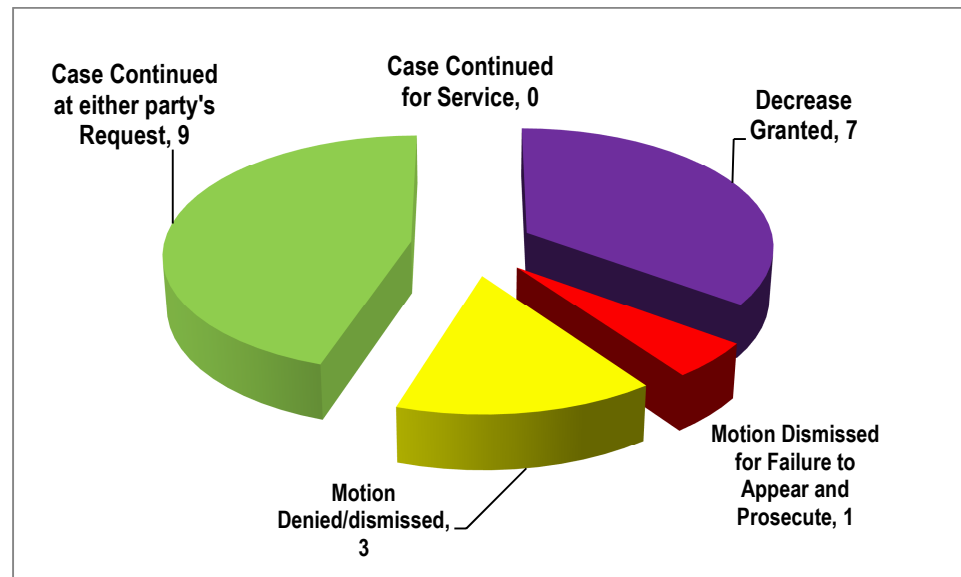
## Service Support Data Dashboard

### Number of Cases in Court – YTD Total – 2078

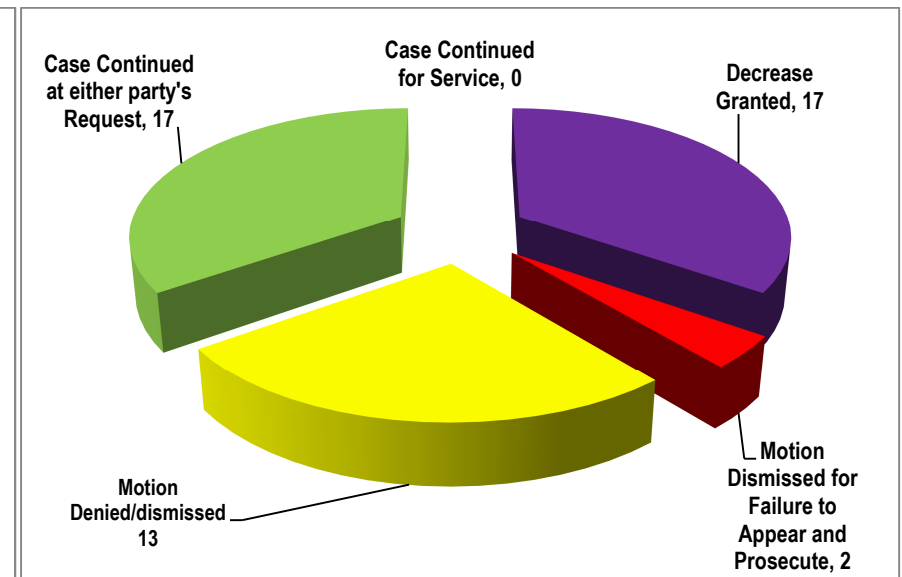


### Non-Custodial Parents Requesting Decreases

#### September 2014 - 20 Decreases Requested



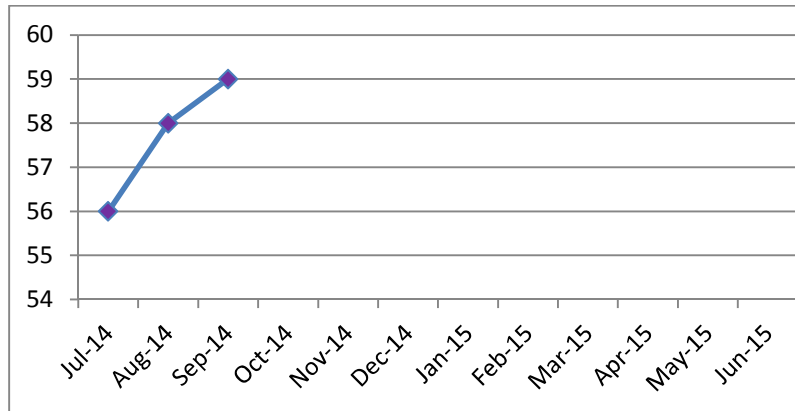
#### FY 2014-2015 – 49 Decrease Requested



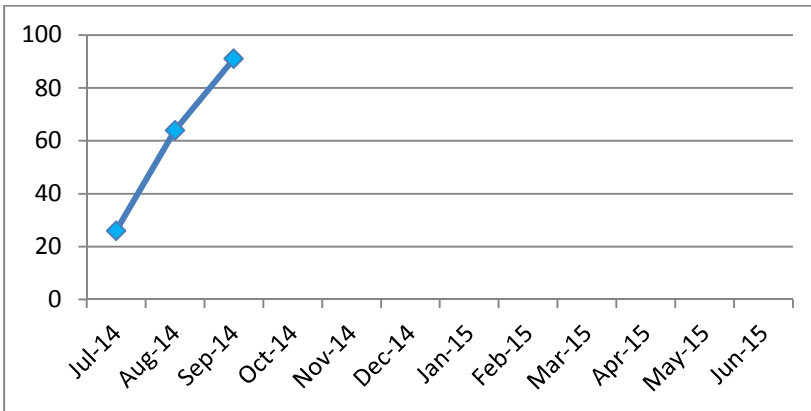
# Service Support Data Dashboard

## Adult Services – September 2014

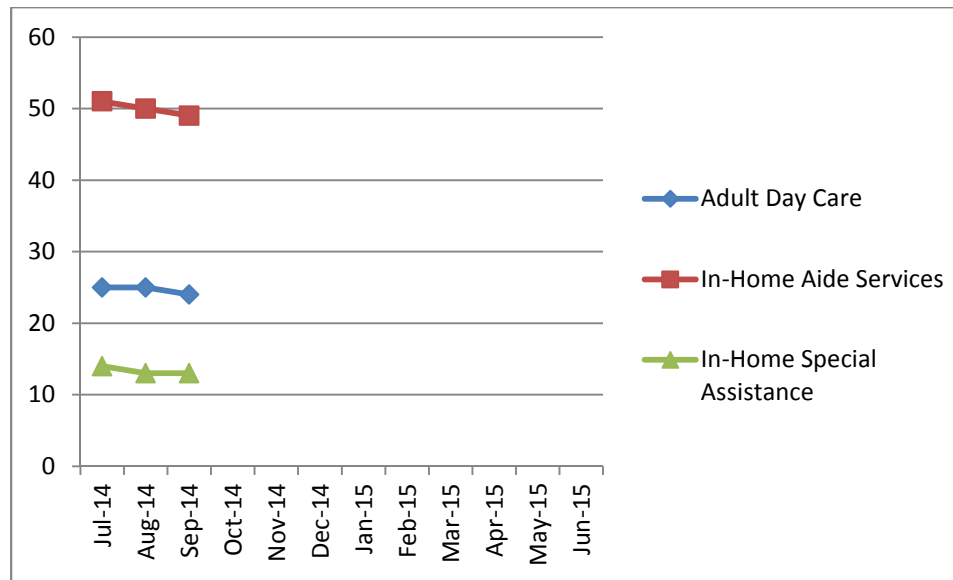
Total Number of Guardianship Cases Per Month



Total Number of Information and Referral Per Month

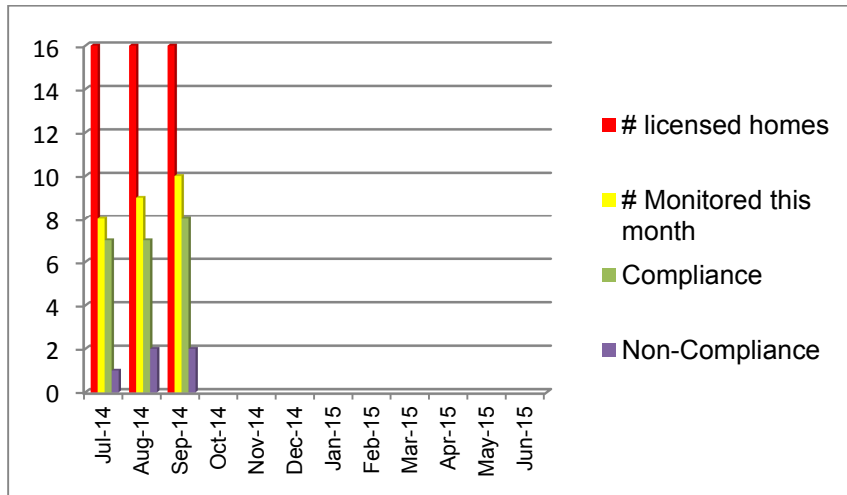


Services Provided Per Month

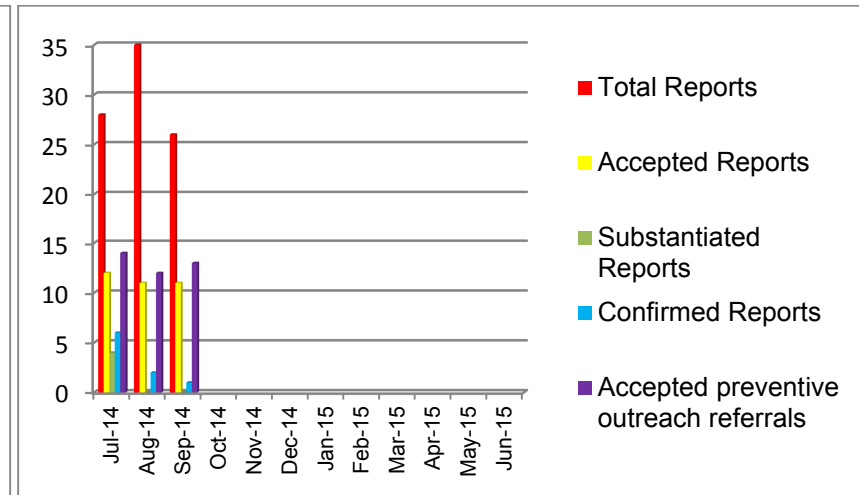


# Service Support Data Dashboard

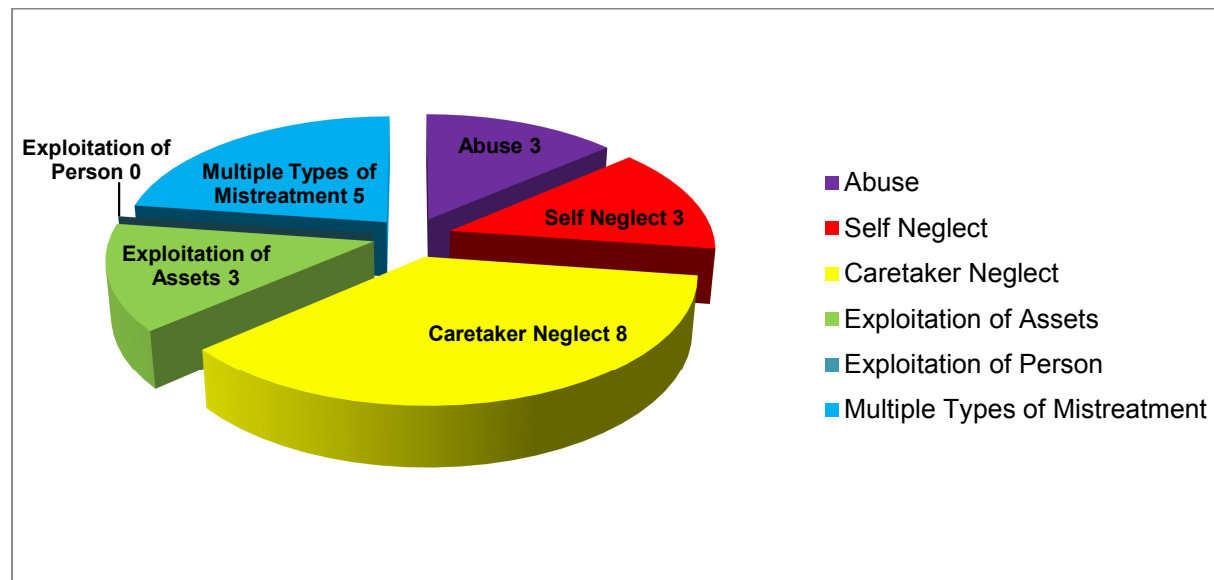
## Adult Care Homes Monitored



## Adult Protective Services



## Adult Protective Services Reports



**ITEM TITLE:** Director's Report

---

**ATTACHMENTS:**

**Description**

[Director's Report](#)

**Upload Date**

10/22/2014

**Type**

Cover Memo

**Director's Report  
October 2014**

**Personnel Changes:**

**New hires:** Tiffany Doby-replaced Susan Pfannes-IMCIII  
Nicholas Jackson-replaced Jennifer Griffith-IMCIII Lead worker  
Irish House-replaced Pauline Anderson-CPSSW  
Ebony Rivers-replaced Donald McIntyre III-OAIII  
Debra Brazee-replaced Erika Cabrera-Part-Time OAIII

**Voluntary Demotions:** Teresa Patterson-replaced Judith Willoughby-IMCIII to OAIII

**Promotions:** Stanley Price-replaced Daniel Horton-SWIII to CPSSW  
Janeen Reid-replaced Tiffany Kirby-SWIII to CPSSW

**Resignations:** Patti Kluttz-SWII-retired  
Melissa Hoffner-IMCIII Lead worker-accepted higher paid position at Cabarrus  
Monica Cline-IMCIII-needs less work hours – accepted temp position with DSS  
Denitra Green-IMCII-relocating  
Tammi Powell-IMCII-accepted position with Rowan County Human Resources  
Ashley Elliott-IMCII-accepted position at Cabarrus County

**Lexis Nexis Accurint Update**

In August 2014, Rowan County DSS contracted with Lexis Nexis Accurint to access nationwide criminal background checks for all Child Protective Services investigations/assessments. The fee for the standard features search was \$110/user/month with each premium program (Sex offender locator, real time phone search and virtual identity) an additional \$25/user/month. Through the efforts of the Children's Services Committee, NCACDSS has entered a statewide contract with Lexis Nexis to receive standard search capability for \$55/user/month with a bundle of all three premium options for \$100/user/month. Rowan will be added to the state contract in early 2015 and will realize a cost savings for this needed program.

**Funding Considerations:**

**Child Welfare\_-** In the State Budget (SB 744) for State Fiscal Year 2014-2015 are new funding allocations to local County departments of social services for child protective services. This funding is recurring.

- CPS State allocation awarded Rowan \$121,637. This allocation replaces TANF Child Welfare Worker funds lost in the State 2013-15 biennium budget.
- An additional \$2,869,970 will be allocated as described by the N.C. General Assembly to reduce caseloads to an average of 10 families per worker in CPS.
- In-home expansion increases General Fund appropriation for Child Welfare In-Home Services which are provided to maintain the safety of the child while helping the parent/caretaker learn more effective parenting practices. In-Home Services provide, arrange for, and coordinate interventions and services, as needed that focus on child safety and protection, family preservation, and the prevention of further abuse or neglect.  
Rowan was allocated \$77,919.

**Medicaid – County savings from** 75% Medicaid Administrative reimbursement are expected to be reinvested in counties to create a sustainability plan for timely and accurate processing of applications and re-certifications for all income support programs, assuring quality customer service, and implementation of effective work support strategies on an on-going basis. These funds are to be used to staff county DSSes at sustainable levels without crisis plans of overtime or comp time. Plans are in the process of being developed for future consideration.

Respectfully submitted,  
Donna Fayko, M.Ed.